

How will the Internet of Things change the way we all do business?



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PARTNERS

ANYTHING THAT COULD BE
CONNECTED WILL BE CONNECTED



How will the IoT change the way we do business?

Agenda:

1. PERSPECTIVE: What is the IoT, and what can we learn from its predecessors?
2. PATTERNS: What are the technology and business patterns emerging from the IoT?
3. POSTURES: What is the right timing and strategic postures can one take to explored the IoT for a business?



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Lauren Salisbury
Principal Partner | London

- Innovation and Growth professional, growing business in the Connected Industry
- A proven 15-year track record of bringing new and diverse businesses, services and products to the global Supply Chain and Logistics Industry
- Previous Head of Innovation at Brambles Group, has led the IoT Strategy – alongside Innovation and Growth – within diverse businesses across all supply chain sectors.

Source Information Partners



Its been 20 years in the making

In 1994, the Internet was the next big thing....and created a whole new industry...



Time Magazine Cover 1994

Source: Time Magazine, Wikipedia

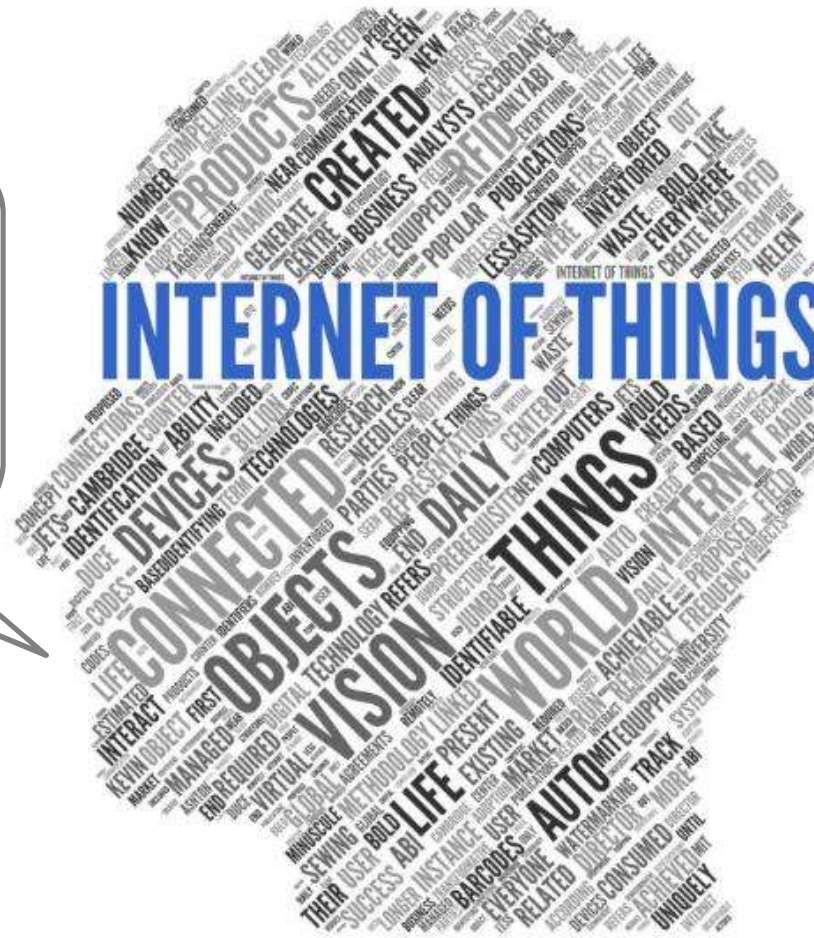
#	Company	Headquarters	Industry	Revenue (\$B)
1	Amazon	Seattle, WA	E-commerce	\$74.45
2	Google	Mountain View, CA	Search	\$59.82
3	eBay	San Jose, CA	E-commerce	\$16.05
4	Tencent	Shenzhen	Social	\$9.91
5	Alibaba	Hangzhou	E-commerce	\$8.57
6	Facebook	Menlo Park, CA	Social	\$7.87
7	Rakuten	Tokyo	E-commerce	\$5.56
8	Priceline.com	Norwalk, CT	Travel	\$5.26
9	Baidu	Beijing	Search	\$5.21
10	Yahoo	Sunnyvale, CA	Web portal	\$4.68
11	Salesforce.com	San Francisco, CA	Cloud comp.	\$4.07
12	Yandex	Moscow	Search	\$1.21
13	Flipkart	Bangalore	E-commerce	\$1+

List of biggest Internet companies 2014



HBR Cover 2014

- Internet of Things definition by McKinsey



It is already in our everyday life

Known as the consumer IoT



Lifestyle

Wearable computing
Entertainment &
Music
Family
Leisure
Pets
Toys
Drones



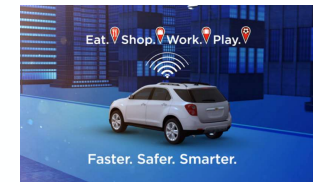
Health

Fitness
Monitoring
Measurement
Diagnosis



Home

Home automation
Home improvement
Energy efficiency



Mobility

Connected cars
eBikes



It is already in our business



Retail

Stores
Shops
Convenience



Health

Monitoring, Measurement
Diagnosis
Surgery
Patient care



Energy

Transmission & Distribution
Fossil
Nuclear
Alternative



Mobility

Aerospace&Airports
Marine
Rail&Stations
Automotive
Traffic



Cities

Infrastructure
Water/ Wastewater
HVAC
Lighting
Security
Life safety



Manufacturing (IIoT)

Mining
Oil&Gas
Discrete production
Contin. Production
Supply Chain



Public & Services

Schools
Universities
Government
Banking
Insurance
Administration
Commercial services

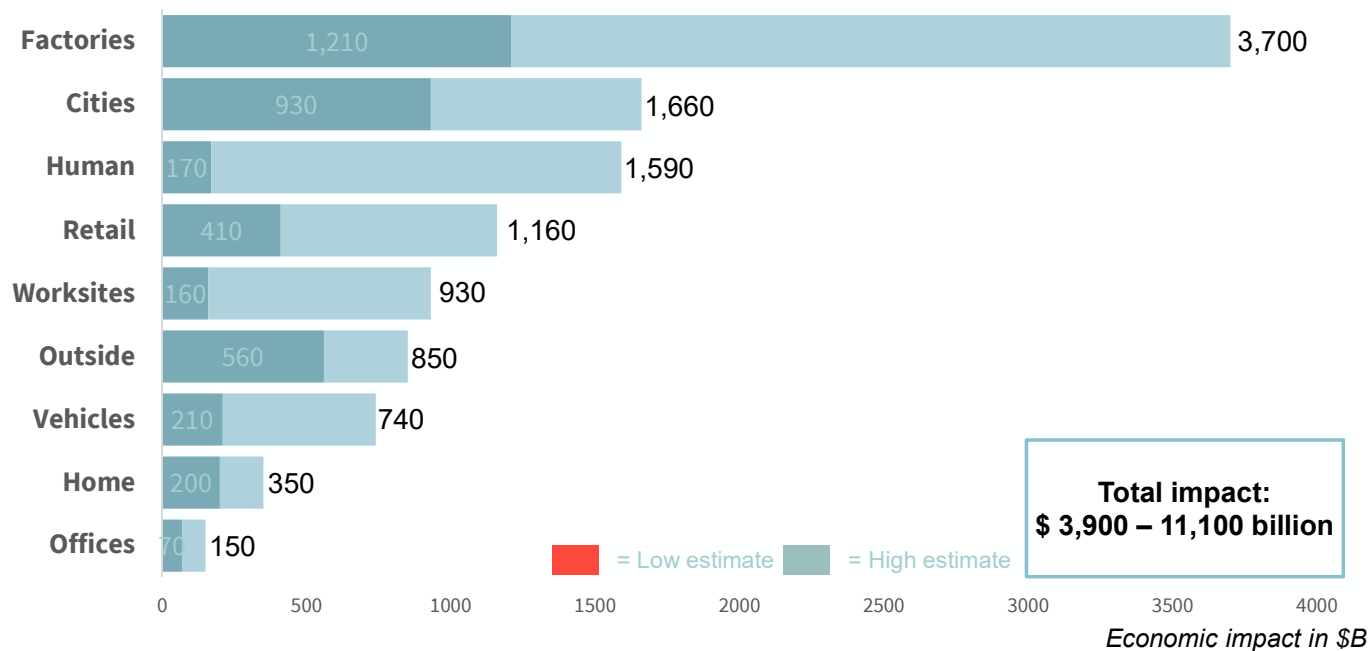


Other

Environment
Military
Agriculture
Hospitality

It is expected to have a trillion dollar impact

Potential economic impact of IoT in 2025 [\$ billion]



The IoT is an (Eco)system, not a System

Partnering will be a critical skill

Vertical Solutions

Agriculture



Energy



Manufacturing



Retail



Smart Cities



Transportation



Software Platforms

INTEGRATION

SECURITY

Application Enablement



ANALYTICS

Edge Technologies

EDGEWARE

FOG

FOG NODE

FOG

SMART GATEWAY

Thing Technologies



The IoT will enable more Ecosystems



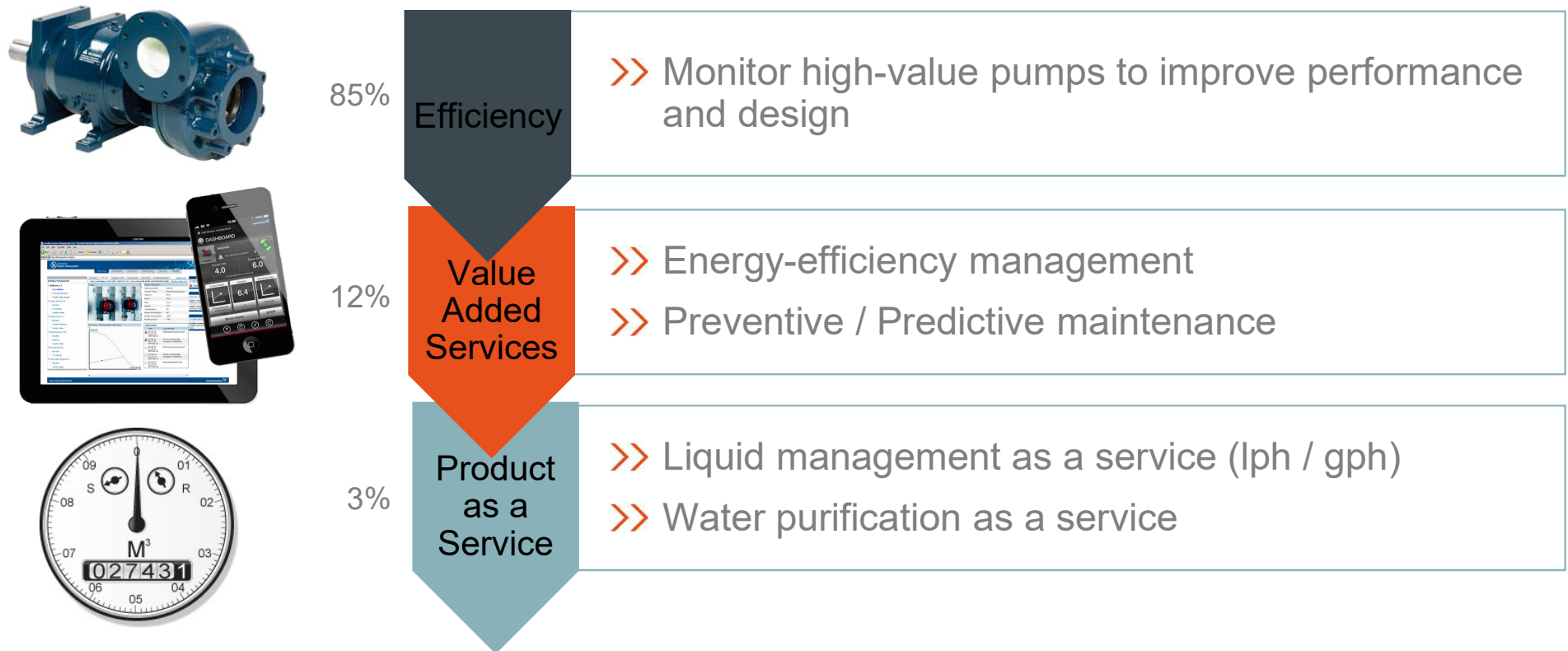
Point to Point (M2M)



Data Hub (IoT)

Business Value will be more End To End

Are you prepared for Product as a Service?



Timing, do you need to act now?

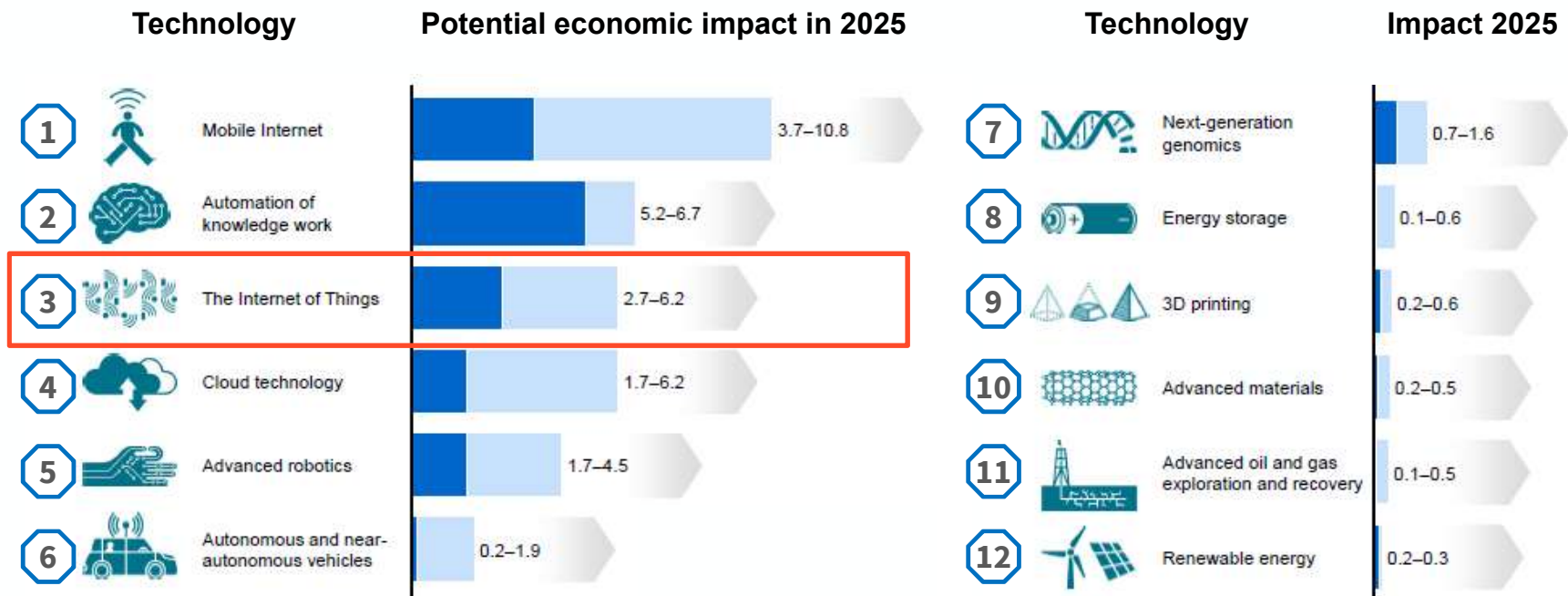
1. You will get left behind...

- ✓ Your competition will have a strategy
- ✓ New Players can get into the market much easier

80-90% of companies indicate IoT is a top 3 priority (GE 2015)



IoT is among top 3 technology disruptions



Estimated potential economic impact of technologies from sized applications in 2025, including consumer surplus
\$ trillion, annual

Range of sized potential economic impacts



Impact from other potential applications (not sized)



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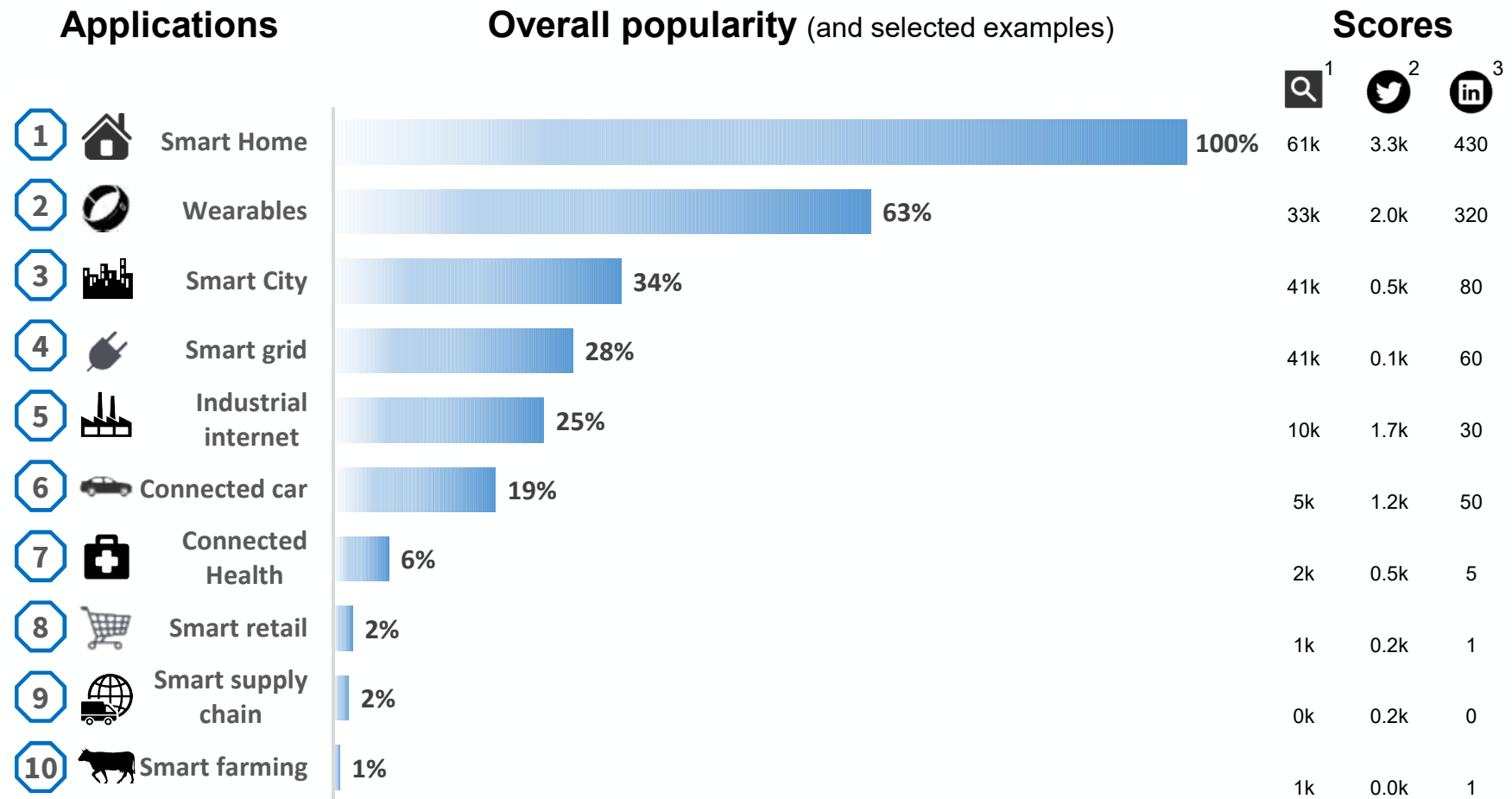
2. Market Demand and Expectation...

- ✓ Consumer IoT is the most popular today
- ✓ Everything is accessible in consumer life

*Consumer IoT is the most popular, with Smart Homes and Wearable topping the list.
(Sources: Google, Twitter, LinkedIn, IoT Analytics)*



Most popular applications of IoT



1. Monthly worldwide Google searches for the application 2. Monthly Tweets containing the application name and #IOT 3. Monthly LinkedIn Posts that include the application name. All metrics valid for Q4/2014.

Sources: Google, Twitter, LinkedIn, IoT Analytics



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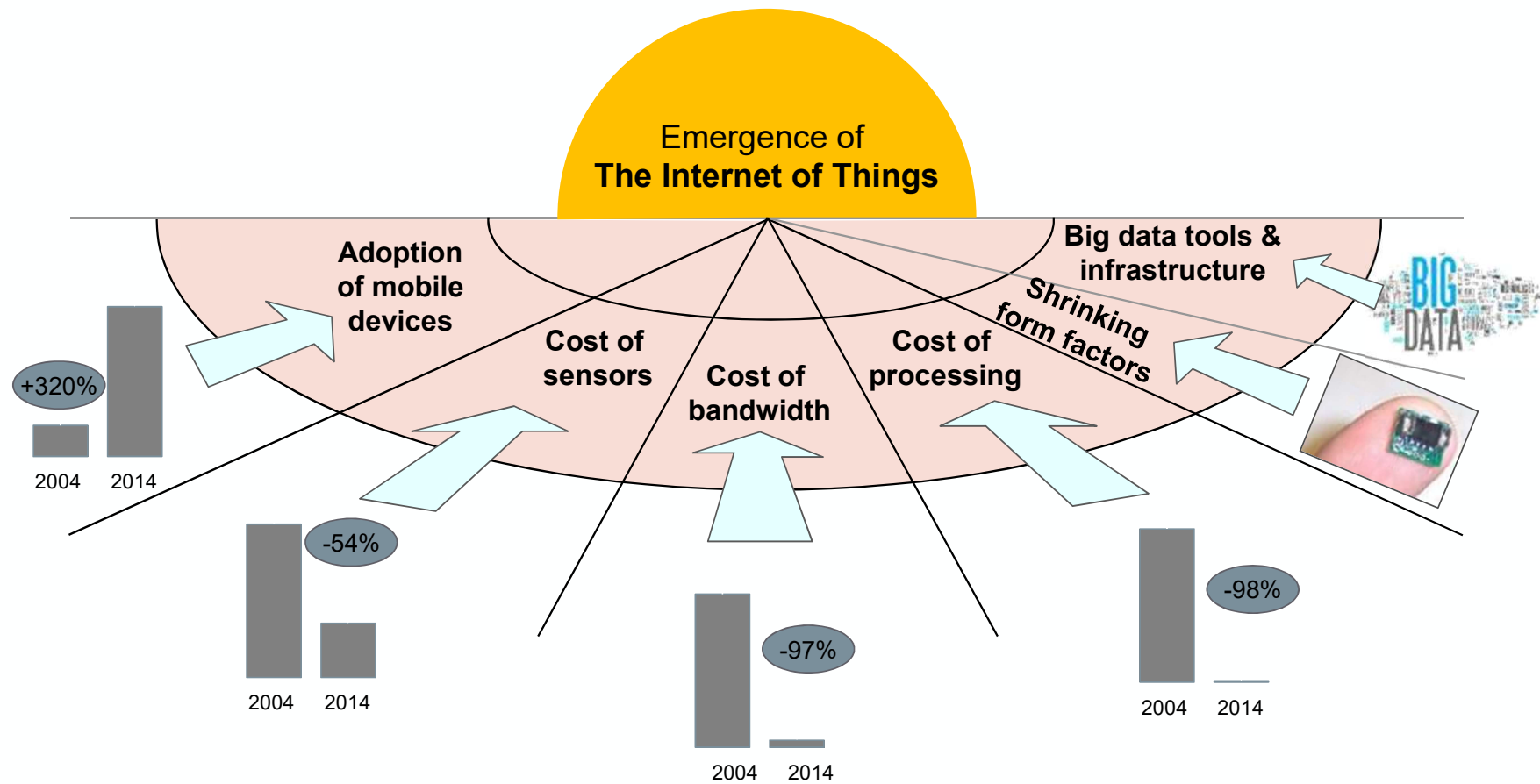
3. Enabling Technologies...

- ✓ Easier data acquisition
- ✓ Smaller cheaper and faster

Cost of sensors has decreased -54% between 2004 and 2014 (IoT Analytics study)



6 major technical enablers



Source: Goldman Sachs Global Investment Research, Cisco, IoT Analytics

Strategic Postures

Ensure you have a simultaneous strategy

Do Nothing

Enhance your business

Less time
Less risk
Less payoff
More learning opportunities

Transform your business

More time
More cost
More risk
More payoff





Enhance your Business

1. Start with existing cost reduction and risk management

Explore the revenue and innovation potential of existing projects

2. Expand to consider Product and Customers Lifecycles

Move beyond transactions and understand customers and products better

3. Pilot low-risk, high-impact IoT projects

Target deployments at the outset to reduce initial investment, shorten lead-times to value creation and maximize the value generated

4. Expand value with existing data

Find ways to augment IoT data with legacy or ambient information you already own or to which you have access

5. Establish Security and Transparency policy

Take an early stance on security, and on how data is being collected and used



Transform your Business

1. New Pricing Models

For example, auto insurance companies have begun to sell policies with premiums based on sensor data about actual driving behavior, rather than the demographics of drivers

2. Anything as a Service

For example, using sensors, the manufacturer can tell how much time the machinery is used at the customer's factory and charge the customer for the use of the machine by the hour

3. Monetization of IoT Data

For example, a retailer might be able to create a new revenue stream by selling advertising based on data about customer location data within the store



Connected Industry Skills to Master

1. Partnering in the New Ecosystem

Organizations are expanding beyond traditional industry supply chains and silos, and bringing together networks including suppliers, customers, competitors, distributors, compliance and government agencies involved in the delivery of a specific product or service

2. Embracing data-driven skills and mind-sets

IoT combines the physical and digital worlds, it challenges conventional notions of organizational responsibilities and decision making

3. Agility and Speed

*Lean, agile and innovative approaches to developing and testing new ideas
Consider different ways of bringing technology (not BUILD or BUY), Corporate Venturing, Partnerships, Start up investments*



Best Practices

1. Find a 'Connected' Leader

Industry breadth, technology depth, inspirational

2. Set up an Advisory Board

Domain / Industry experts to mentor and guide your Connected Industry journey

3. Create an IoT Acceleration Team

Cross-functional team to assess IoT impact, evaluate postures and develop proof of concepts / pilots – don't outsource this

4. Create your Connected Industry Ecosystem

Partner with your value chain, support start-up disruptors

5. Develop Iterative Test & Learn Capabilities

Hypothesis – Proof of Concept – Pilot – Scale



ADVISORY



EXECUTIVE
SEARCH



VENTURES



How will the IoT change the way we do business?

In Summary:

1. **PERSPECTIVE:** The IoT is not new or novel, learn from history
2. **PATTERNS:** Digitization transforms business, understand the implications
3. **POSTURES:** There is no sitting this one out, decide whether to enhance or transform



Momenta Partners

Cultivating the Connected Industry
Ecosystem

Advisory | Executive Search | Ventures

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An aerial night view of a city skyline, likely New York City, with numerous skyscrapers and city lights. A large, stylized, 3D logo is overlaid on the right side of the image. The logo is composed of several interlocking, chevron-like shapes in shades of orange and red, creating a sense of depth and movement. The background is a dark, high-angle shot of the city at night, with lights from buildings and streets visible.

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CULTIVATING THE CONNECTED
INDUSTRY ECOSYSTEM